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GREATER HARTFORD'S BUSINESS NEWS

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Next Hartford apartment conversion wave on deck



HBJ PHOTO | GREGORY SEAY

Downtown Hartford's Radisson Hotel plans to convert some upper floors to apartments.

By Gregory Seay
gseay@HartfordBusiness.com

The next batch of new and converted Hartford apartments is on the drawing board, promising to further widen the inventory of downtown housing, as developers and planners try to add to the center-city's vibrancy by luring more residents to live there.

The Capital Region Development Authority (CRDA), which to date has provided supplemental financing for some 800 units of downtown apartments with a development value topping \$192 million, is now working on five new housing proposals that would add an additional 264 units to the center city.

The new projects, which have a collective development price tag of at least \$53.4 million, come as rental-housing demand remains strong, with downtown's current vacancy rate hovering around 3.5 percent.

It's a trend that could continue with the influx of more than 2,000 UConn students, faculty and staff next year, as the state's flagship university moves its West Hartford satellite campus to downtown Hartford.

Perhaps as important is that Hartford, for

Continued on page 12



HBJ PHOTO | MATT PILON

Scared to wash a suit in water? Fear not, says Phil Cote, who does it regularly at his West Hartford dry-cleaning business. Cote is a longtime proponent of environmentally-friendly "wet cleaning."

Greener Garments

CT pushes for 'wet-cleaning' adoption

By Matt Pilon
mpilon@HartfordBusiness.com

When Philip Cote was running West Hartford's French Cleaners with his father-in-law Michael "Mickey" Gassner in the late 1980s, he remembers Gassner getting dizzy after mopping up a sweet-smelling cleaning solvent that spilled on the floor.

The chemical was perchloroethylene, or "perc," later deemed a suspected carcinogen by the Environmental Protection

Agency and linked to negative effects on the nervous system and senses.

Gassner succumbed to cancer in 2013 at the age of 78. Cote, meantime, has suffered total hearing loss and is now clinically deaf, but able to hear with the help of cochlear implants (at least one study has shown that exposure to certain solvents combined with loud noise can increase the chances of hearing loss). Cote said it's impossible to know whether perc exposure played a role in his or Gassner's health conditions, but it did encourage him to stop using the chemical.

He's not alone. Perc use and the risk of worker exposure to it has been declining

Continued on page 14



Century Mark

Bristol's Bauer Inc. has been around for 100 years, and innovation has been key to the company's evolution from a vendor of heating and refrigeration equipment and services to a producer of testing equipment and stations for U.S. manufacturers. **PG. 3**



Exchange Pressure

Heading into its fourth open enrollment period, Connecticut's insurance exchange, Access Health CT, faces its biggest challenge yet. **PG. 5**

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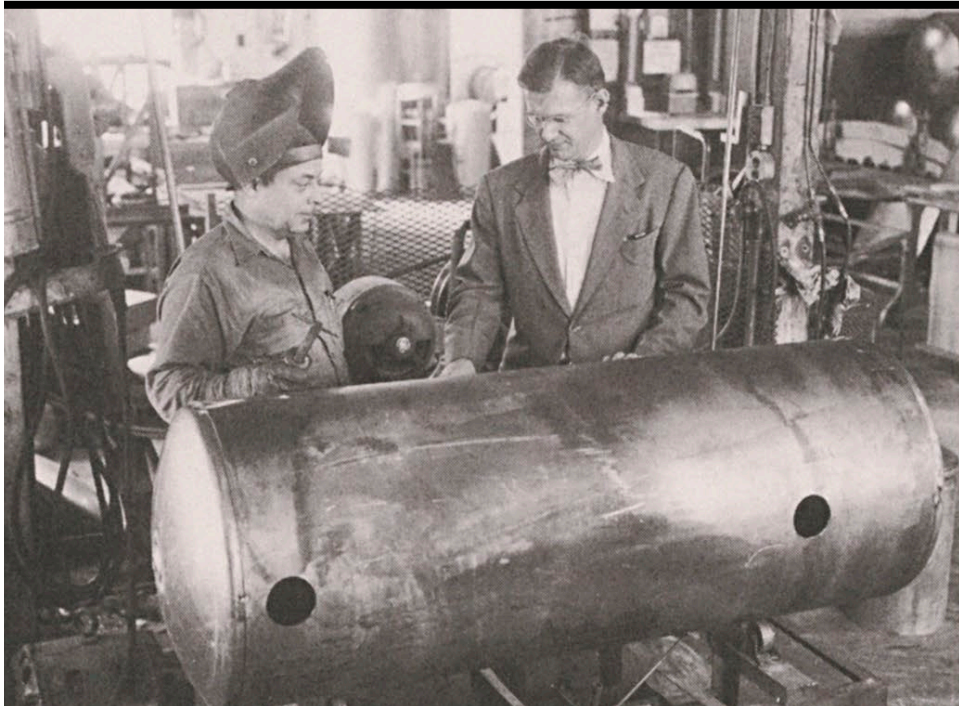
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PHOTOS | CONTRIBUTED

In the left photo, Bauer Inc. founder Frank Bauer (right) with an unidentified assembler in the company's then Hartford location. In the right photo, Bauer CEO/owner Lou Auletta Jr. with design lead Lio Gervasi at Bauer's Bristol campus.

A century later, Bristol's Bauer still growing

By Gregory Seay
gseay@HartfordBusiness.com

Long before “pivot” and “innovation” became buzzwords in the business lexicon, Bristol manufacturer Bauer Inc. had achieved both.

Bauer was an established Hartford vendor of heating and refrigeration equipment and services when, according to company lore, Pratt & Whitney Co., then a fledgling aircraft-engine maker, approached founder Frank Bauer about designing analog pressure gauges for testing Pratt's engines.

The relationship exposed Bauer as an innovator and proved so lucrative that it eventually shed its previous business model to focus solely on designing testing equipment and stations from manufacturers in the U.S. and abroad.

Today, East Hartford-based Pratt remains a valued Bauer customer, along with Pratt's sister aerospace affiliate, United Technologies Aerospace Systems (UTAS) in Windsor Locks.

“It's an interesting business,” said Louis “Lou” Auletta Jr., Bauer's president/CEO and sole owner. “It's a very dynamic business. Seventy percent of our sales are from overseas. ... We're basically supporting all the western [original equipment manufacturers]” in the U.S. and Europe.

Bauer's annual revenues are around \$20 million, with a quarter of that coming from Pratt, Auletta said. It also has a direct relationship

with jet engine-builder General Electric, as well as an indirect one with European airframe giant Airbus. Airlines' engine repair and overhaul shops at home and abroad also rely on Bauer test equipment.

“We've doubled our business in the last five years,” he said. “And it's our intent to double that over the next five years.”

Bauer's history and role in Connecticut's manufacturing economy were recognized recently during its 100th anniversary celebration, when Gov. Dannel P. Malloy and other state and Bristol officials personally were on hand to pay tribute at the company's facilities located, fittingly, at 175 Century Drive.

Much of the technology Bauer hones into testing hardware for clients is proprietary, so the company is limited in what it can show and tell about it. What Auletta, a Burlington resident, will say about his products is that they are primarily one-off designs for specialized testing applications for such aerospace components as fuel meters, electronic jet-engine controls and electro-mechanical controllers for in-flight use of wing flaps and tail rudders.

Given its specialized niche for which there



Bauer Inc. built its Bristol headquarters at 175 Century Drive in 2002.

is only one other U.S. competitor of note, Auletta says almost every jet-propulsion or airframe maker on the planet has come to Bauer at one time or another to acquire its products and services. Recently, engineers from one unidentified Chinese company were at Bauer for a pre-delivery inspection of a custom-built test rig.

“We think of ourselves as systems integrators,” Auletta said. “We're designing [test rigs] with commercially available components. The way we put the systems together is the value that we're creating.”

It never builds two test rigs or stations the same, he said, because the uses for each usually are so different. On the shop floor sits a test rig the size of a panel delivery truck and chock full of electronic gauges and sensors. It was designed and built to test fuel meters for Pratt & Whitney's PurePower geared

turbopan engines, Auletta said.

Once Bauer is satisfied the rig is working properly, it will be disassembled, shipped and reassembled on site, he said.

Bauer's Bristol roots

Auletta joined Bauer as an engineer right out of college. His late father, Lou Sr., headed the company at the time.

Located in Bristol's 229 Technology Park, in the shadow of ESPN, Bauer is the beneficiary of the city's efforts to sustain its commercial tax base. Bristol wooed the company with a package of incentives that included a now-expired, five-year, 80 percent property-tax abatement, a \$100,000 grant, and access to 6 1/2 acres on which Bauer in 2000 erected its 50,000-square-foot Century Drive headquarters-production facility.

Auletta said there's plenty of space and land at its present Bristol home to accommodate its expectations for growth.

“We really look at them as one of the anchors in that park,” said Justin Malley, executive director of the Bristol Development Authority, which oversees the tech park.

Malley says executives from companies Bristol hopes to recruit are brought to Bauer, to see its facilities and talk to Bauer executives.

In return, Bauer officials have integrated into the wider Bristol community, Malley said. Many of its workers live there. Some

Continued ►

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Bauer

regularly volunteer with United Way. Auletta is on the board of directors of Bristol Hospital.

Bauer, too, has gotten financial backing from the state. In recent years, Bauer received a \$100,000 loan through the state's Small Business Express loan program, to develop one of its newest electronic testing systems.

The company also is in talks with Connecticut Innovations, the state's technology-promotions arm, about a \$50,000 grant that Bauer would match

to implement more "lean production" and continuous-improvement initiatives, one of which would ultimately do away with paper

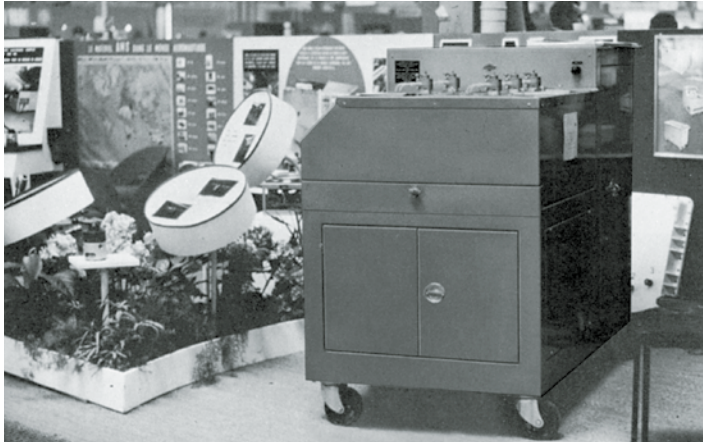
blueprints, Auletta said.

Engineers make up the bulk of Bauer's 92-person workforce. They are divided into four teams, consisting of team leaders, project and electrical engineers and designers.

"Each team might be responsible for seven or eight projects at a time," said Auletta, who in 2002 acquired the company that had changed hands several times among several corporate owners.

Though an engineer, Auletta estimates that most of his 25 years at Bauer have been spent on the road, mostly overseas — to China, Japan, Ethiopia, Brazil, the Middle East, among others — calling on existing customers and drumming up new ones.

"We don't have a single biggest customer," he said. "We might be in a \$2 million project with a customer today. But then we might not do another deal with them for three or four years." ■



One of Bauer's test stands on display at the 1967 Paris Air Show.

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Despite a tough environment, Access Health CT CEO James Wadleigh hopes to add up to 26,000 new health-plan enrollees through the state's insurance exchange.

PHOTO | CONTRIBUTED

Test looms for CT's insurance exchange

By Matt Pilon

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The fourth annual enrollment period for the state's health insurance exchange could prove to be its most challenging.

Headed into the Nov. 1 enrollment kickoff, Access Health CT faces numerous headwinds that could hinder its efforts to maintain or grow its base of 99,000 non-Medicaid customers.

Access Health has lost half of its participating insurers and seen double-digit increases in 2017 premiums. Meantime, brokers — a key sales channel over the past three years that accounted for approximately 40 percent of exchange customers — have been all but eliminated from the process after Anthem and ConnectiCare axed commissions.

The broker vacuum will place a much larger burden on Access Health's newly hired call-center vendor, Faneuil Inc., which will hire 20 brokers to work in-house and offer advice on plan selection for those who ask for it.

That's a big change from recent years, when hundreds of independent brokers around the state sold the plans and received monthly commissions from insurers.

In an interview, Access Health CEO James Wadleigh acknowledged the challenges and the pressure they place on the exchange. Despite that, he said the exchange aims to boost enrollment to somewhere between 115,000 and 125,000.

The focus will be on getting back some 16,000 former customers who lost coverage after they stopped paying premiums or didn't provide required paperwork. There are also still about 8,000 people who lost Medicaid eligibility in August, due to state budget cuts, who haven't enrolled in an exchange plan.

And Wadleigh hopes new, stricter documentation requirements for off-season special enrollments (which are permitted in certain situations such as loss of other coverage, marriage and relocation) could also help regular enrollment in the coming months.

Caught flat-footed

Wadleigh said the series of events that have set a potentially messy table for 2017 felt like they happened in the blink of an eye.

"It was like 'holy cow, what just happened?'" he said. "I think when HealthyCT

went under receivership [in early July], a bunch of dominoes fell that we couldn't react to."

HealthyCT owned 10 percent of the exchange's market share before state insurance regulators shut down the nonprofit health plan over concerns about its long-term financial health. UnitedHealthcare also withdrew from the exchange.

Wadleigh said HealthyCT planned to keep broker commissions in 2017, which gave him confidence that other insurers would do the same. But that didn't happen and ConnectiCare and Anthem didn't include commissions in their premiums, which still went up by double digits from last year.

Depending on how open enrollment goes, Wadleigh said he isn't ruling out a discussion of mandated commissions for 2018 plans. But for now, Access Health will have to make do.

"Next year we could do something, assuming we have a relationship [with brokers] at that point in time," he said. "We've got to limp through this open enrollment as best we can."

Broker Jesse D. McDonald, owner of Milford-based Modern Insurance and a member of the exchange's broker advisory committee since early 2015, said many brokers are upset, but he understands Wadleigh's contention that it may have been too late to salvage 2017 commissions.

"Clearly it was a contingency they weren't ready for," McDonald said. "All of this has happened in such a compressed time period I think everyone has had to scramble for how best to handle it."

To try to make up for the loss of commissions for his 250 exchange customers, McDonald plans to delve into other insurance lines.

The 20 brokers to be hired by Faneuil will be the only Access Health representatives legally authorized to offer advice on plan selection to customers. It will be up to Faneuil, which has operated several other exchanges, to take on much of the added customer volume. Carriers have also beefed up their in-house broker teams.

Faneuil CEO Anna Van Buren said her company, which is investing \$3.3 million to renovate, furnish and staff a 38,000-square-foot space in downtown Bristol, is up to the task.

"We are not really feeling pressure to perform, we are feeling absolute commitment to perform for the consumers and for Access Health," Van Buren said. ■

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BY THE NUMBERS

20.5%

The percentage of Connecticut homes sold via cash sale in the month of June, which was down 6.3 percentage points from a year earlier, according to CoreLogic.

276

The number of new Connecticut housing permits issued in August, up from 241 permits issued in the year-ago period.

43rd

Connecticut's 2016 U.S. business climate ranking, according to the Tax Foundation.

8.5%

The percentage drop in violent crime in Connecticut last year, which was the second largest decline in the country.

TOP 5 MOST READ

on HartfordBusiness.com

- CT's Dillon finalist for Fla. airport slot
- Capital Workforce Partners CEO resigns
- Aetna, Apple collaborate on wellness programs, products
- Aer Lingus' Bradley-to-Ireland nonstop takes flight
- CT promotes medical marijuana research

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Aer Lingus' Bradley Airport flight is using the Boeing 757 to carry passengers to Ireland.

PHOTO | CONTRIBUTED

TOP STORY

Aer Lingus' Bradley-to-Ireland nonstop takes flight

Aer Lingus' nonstop flight from Bradley International Airport to Dublin, Ireland launched last week bringing to fruition a long-awaited debut aimed at furthering trans-Atlantic travel for Connecticut's business community.

Aer Lingus is bringing travelers from the U.S. to Dublin, Ireland, and back, but since Dublin is a major European hub, the extension of travel through it is a vital new Bradley service, said Kevin Dillon, Bradley's CEO and executive director of the Connecticut Airport Authority, which oversees the Windsor Locks airfield.

"We have spent a fair amount of time educating the business community on the benefits of utilizing this flight," Dillon said. "It's precleared, [meaning] when you return to the U.S. you actually clear U.S. customs in Dublin while waiting for the flight, so it's a huge time saver and a huge selling point."

Dublin's link to other European hubs makes the flight valuable for business travel, he added.

The flight launches travel seven days a week until Nov. 1. From then through March the flight will have a more limited schedule, and then resume the full schedule in late spring, he added.

GOVERNMENT & POLITICS

Lawmakers approve \$220M Sikorsky incentive deal

State lawmakers last week approved the \$220 million incentive package for Sikorsky Aircraft, which will ensure the Stratford-based company maintains a significant presence in Connecticut through at least 2032.

Under the agreement, which received House and Senate approval during a Sept. 28 special session, Sikorsky Aircraft will stay in Connecticut to produce nearly 200 CH-53K King Stallion heavy-lift helicopters for the U.S. Navy through at least 2032.

The deal requires Sikorsky parent Lockheed Martin Corp. to keep Sikorsky's headquarters in the state and maintain Connecticut as a primary production facility for its government-based helicopter business; grow its full-time employment in Connecticut to more than 8,000 by the end of year 14; and nearly double its spending of \$350 million per year with local Connecticut suppliers throughout the state.

Lockheed Martin will incur penalties if the company fails to meet the terms.

Tax Foundation: CT's business climate ranks 43rd in nation

Connecticut ranks 43rd in the country in the right-leaning Tax Foundation's 2017 State Business Tax Climate Index, a slight improvement from 44th a year ago.

This 13th annual index measures how well-structured each state's tax code is by analyzing more than 100 variables in five tax categories: corporate, individual income, sales, property, and unemployment insurance.

Wyoming continues in first place with the most competitive tax code in the country, while New Jersey maintains a long-standing position at the bottom. Connecticut remains in the bottom 10.

The breakdown of Connecticut's rankings this year is as follows: Overall tax climate: 43; corporate tax structure: 32; individual income tax structure: 37; sales tax structure: 27; property tax structure: 49; unemployment insurance tax structure: 21.

HEALTH CARE

Aetna, Apple collaborate on wellness programs, products

Hartford health insurer Aetna is planning to provide exclusive Apple-based health apps for its 46.3 million customers and free Apple Watches to its nearly 50,000 employees, the companies said.

Consumers using health apps on the iPhone, iPad and Apple Watch will be able to monitor and manage their health and increase wellness outcomes using Aetna's analytics-based wellness and care-management programs, the insurer said.

Beginning this fall, Aetna will make Apple Watch available to select large employers and individual customers during open enrollment season, and Aetna will be the first major healthcare company to subsidize a significant portion of the Apple Watch cost, offering monthly payroll deductions to make covering the remaining cost easier.

Additionally, Aetna employees using the Apple Watch will participate in the company's wellness reimbursement program, Aetna said.

ECONOMIC DEVELOPMENT & CONSTRUCTION

CT's Dillon finalist for Fla. airport slot

Kevin A. Dillon, chief executive officer overseeing Connecticut's network of airports, is vying to run a pair of airports on Florida's Gulf Coast.

Dillon is one of four finalists to become executive director of the Lee County Airport Authority, which runs Southwest Florida International Airport in Fort Myers, Fla., authority spokeswoman Victoria Moreland confirmed. Salary for the post ranges from \$200,000 to \$285,700.

By comparison, Dillon, as executive director of the Connecticut Airport Authority, oversees Bradley International Airport in Windsor Locks and five more smaller, general aviation airfields in the state.

In an interview, Dillon confirmed that he is vying for the Florida job, but declined offering further details.

According to Moreland, Dillon and the three other finalists are scheduled to meet in mid-October with the authority board. A job finalist is expected to be chosen around December.

Contractor hired to complete Hartford ballpark

Arch Insurance has tapped Baltimore-based Whiting-Turner Contracting Co. to complete work on the unfinished Dunkin' Donuts Park, according to Hartford Mayor Luke Bronin and a published report.

Arch, the company guaranteeing completion of the stadium, has said work could resume next week, according to a report in the Hartford Courant. The Yard Goats, who played their entire season on the road, hope to resume play in Hartford by April 13, 2017.

Capital Workforce Partners CEO resigns

After 15 years at the helm, Thomas Phillips, president and CEO of Capital Workforce Partners (CWP), has resigned.

His last day was Sept. 23. It's not clear why he quit, but an announcement said Phillips has decided to pursue "other opportunities."

Chief Operating Officer Alex Johnson will serve as acting president and CEO. As the state's regional workforce development board for north central Connecticut, CWP's programs aim to close the gap between skills and business hiring needs.

BANKING & FINANCE

Dutch Point, MidConn CUs merging

Two Hartford area credit unions say they are merging.

Wethersfield's Dutch Point Credit Union and the smaller MiddConn Federal Credit Union in Middletown say MidConn's members recently approved the merger that will create a combined member-owned credit cooperative with about 23,500 members and more than \$280 million in assets.

State and federal regulators, too, have blessed the union, officials said.

Post merger, Dutch Point will have seven branches to go with its main office at 195 Silas Deane Highway in Wethersfield.

ENERGY & UTILITIES

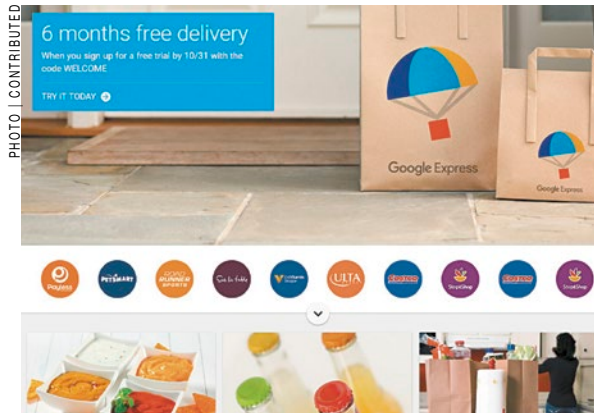
Eversource holds off on credit reporting pilot

Eversource is delaying a move to implement monthly credit reporting of residential payment activity, part of a proposed one-year pilot program approved by state regulators in May.

In mid-September, the state Public Utilities Regulatory Authority (PURA) delayed a decision to go forward on the pilot, which was to have started in late August. The utility had been pursuing the pilot as a way to address residential payment delinquencies, which had been on the rise over the past three years.

In the Sept. 12 PURA decision to hold off on the pilot implementation, Eversource said it needed to delay the program because it was still negotiating a data-release agreement with credit rating agencies.

TRANSPORTATION



A screen shot of Google Express' delivery-service website.

Google delivery service expands to CT, 12 other states

Google last week expanded its Google Express service to a large portion of the East Coast, including Connecticut.

Google Express is a two-day delivery system for shopping online from mobile phones or laptops at major retail outlets like Costco, Whole Foods, Kohl's and Petsmart. The options offered are for an annual \$95 membership or pay-as-you-go service for fees as low as \$4.99 per order.

Besides Connecticut, the states affected include Delaware, Maryland, New Jersey, New York, Pennsylvania, Virginia, West Virginia, Massachusetts, Maine, New Hampshire, Rhode Island, and Vermont. With the extension in service, Google Express estimates it could reach more than 70 million more users.

REAL ESTATE

Hartford to house Barberino's third dealership

One of Connecticut's largest Mitsubishi auto dealerships will open its third new used-car showroom and service store on the former Crowley Chevrolet-Hummer grounds on the Hartford-West Hartford border.

Barberino Mitsubishi is opening at 430 New Park Ave., said Mike Baker, who runs the Hartford location as general manager.

The interior of the 24,000-square-foot showroom-service center fronting New Park, and flanked to the rear by the CTfastrak busway, was heavily remodeled to accommodate 30 employees initially, the

showroom, sales offices, service department and a customer waiting area stocked with arcade games, Baker said. Barberino invested about \$200,000 to recast the space leased from the Crowley organization, which operates other dealerships in the state.

While it awaits final state Department of Motor Vehicles approval to open, Barberino has nearly 200 new and used vehicles parked at other Barberino locations awaiting transport to their Hartford home, Baker said.

CT housing permits rebound in August

Permits for new housing construction statewide rose modestly in August, reversing four previous months of declines, state data shows.

Connecticut's 104 cities and towns sampled by the U.S. Census Bureau counted 276 permits for single- and multi-family construction in August vs. 241 issued in Aug. 2015, the state Department of Economic and Community Development (DECD) said.

Through the first eight months of this year, those sampled communities issued 2,703 homebuilding permits vs. 3,301 granted the same period a year earlier, DECD data showed.

After starting the year with January permits down from a year earlier, permit issuances rebounded in February and March before tailing off in April, continuing their decline through July.

WHAT'S AHEAD:

- 10/10 Focus: **Technology**
- The List: **Largest telecommunications companies**
- Nonprofit Profile: **United Way**

CALENDAR

FRIDAY, OCT. 7

Painkillers & Opioids in the Workplace



Kevin Ollie

The Middlesex Chamber of Commerce's monthly member's meeting will feature UConn men's basketball coach **Kevin Ollie** followed by a workshop on opioid use in the workplace.

The event will run from 7 a.m. to 9 a.m. at the Radisson Hotel Cromwell, 100 Berlin Road. Ollie will give his preseason speech to chamber members. Then there will be a presentation on how employers can help their workers become more knowledgeable

about managing pain, including the healthy use of opiates, over-the-counter medications and alternative therapies.

Presenters include: Dr. Matthew Lundquist, who specializes in occupational medicine; Betsey Chadwick, director of the Middlesex County Substance Abuse Action Council; and Kelly Huffman, licensed professional counselor with the Middlesex Hospital Employee Assistance Program and Solutions EAP.

Cost to attend is \$22 for members; \$32 for nonmembers.

For more information go to: <http://middlesexchamber.com/>.

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Wayne Waaramaa wanted to be a pilot growing up, so it was a natural fit for him to focus on aerospace companies as his targeted ad-agency clients.

CT ad man takes flight after agency closure

By Matthew Broderick

Special to the Hartford Business Journal

When Farmington advertising agency Keiler & Co. closed its doors in Aug. 2015, Wayne Waaramaa, the firm's creative director, faced a first-time challenge after 40 years in the industry: navigating life after a layoff.

"I considered joining another ad agency," he said of his transition period, but chose a different path. "I decided to hire myself."

While many former Keiler colleagues, according to Waaramaa, joined corporate marketing departments or moved to other agencies, he founded The Barnstorm Group, a boutique agency specializing in the aerospace and aviation industries. One year — and 70 projects — later, the decision seems to be paying off.

"I was fortunate to have some loyal clients [from Keiler] who stayed with me and gave me a chance," Waaramaa said. And that bond with clients has grown stronger, he said, since he branched out on his own. "Larger agencies can have multiple layers — account managers, supervisors — between a client and the creative team," Waaramaa said. "Now, I spend much more time with my clients directly so I better understand their intentions and needs."

While more direct exposure to clients has its upside, Waaramaa explained, he also understands the challenges of being a one-man show. "I wear a lot of hats now," he said. "I'm the creative director, account manager, writer and I have to handle the business side as well — from banking to taxes."

All that juggling has taught Waaramaa the importance of partnering with the right people. He said he's hired former colleagues from Keiler & Co. as freelancers for writing, production and public relations for certain projects. Waaramaa said sole proprietorship has also reinforced the value of focus. "To be successful, you can't be all things to all people," he said. "Clients need to understand who and what you are."

While prior experience has shown him the pitfalls of being too dependent on a particular client, he said his choice to target a particular industry is both personal and professional. "Aerospace and aviation are huge industries in Connecticut and areas where I've spent much of my advertising career," Waaramaa said. "But I have always loved aviation personally; growing up, I wanted to be a pilot."

And just as Waaramaa's career aspirations changed, so has the landscape of the advertising industry. "There's more client churning today in the ad industry," Waaramaa said. "Relationships [with an ad agency] that used to last decades may now last three years."

In part, that trend's been driven by smaller advertising budgets, but also by technological advancements,



Wayne Waaramaa has done ads for jet company Dassault Falcon (shown above) and the National Business Aviation Association.

said Bernadette Grecki, president of the Ad Club of Connecticut, the state's 425-member advertising association. "Technology has certainly changed the way printing and photography is done," she said. "Digital media, website and social media are, of course, playing a larger role."

Waaramaa agrees and notes that more cost-effective social platforms — which provide real-time data analytics to track usage and impressions — have impacted advertising spends in today's more cost-conscious business environment. "A budget for a \$20,000 photo shoot years ago is today a \$50 stock photo," Waaramaa said.

With increasing demand for social content — Waaramaa posts daily for some clients — he said organization is a key to his success. "I can relate to the challenges that many businesses face being overloaded and understaffed," he said. "But I've always been good at prioritizing tasks and staying organized, so I'm not slowed down."

With his company celebrating its one-year anniversary, Waaramaa has taken stock of the lessons learned and his successes. He would like to hire a writer in the near future to help with the volume of content clients need in a digital age.

Forty-five years in, it's client satisfaction that continues to drive Waaramaa's interest in advertising and his creativity. "I was visiting the CEO of my largest client and he had posters of the ads I'd done for them on the walls heading to his office," Waaramaa recounted. "He really loved the work and wanted everyone to see it; that kind of appreciation is what motivates me."

That's the kind of interaction that in his past roles, Waaramaa may not have experienced — and one of the aspects of running his own company that he appreciates most. "Working for myself has been great," he said. "I have more flexibility now to do the best job for my clients."

He's hoping that formula continues to help his business — and his aviation clients — continue to take off. ■

EXPERTS CORNER

More media consumption means better consumer targeting for brands

By Gary Capreol

Life was simpler when we just turned on the TV or opened a newspaper to get our news and information. Media consumption was straightforward and our jobs as marketers — although limited — were easier. Fast forward to today's media landscape where consumers are more connected than ever before and, while more complicated, the opportunities are endless for marketers and brands.

Technology has and will continue to grow at a rapid pace and the "always trackable" status of our lives is not slowing down. The implications for brands are significant, because the data consumers create (often unknowingly) can be analyzed and used to better target future messaging.

Today there are 25 billion connected devices and this number is expected to grow to 75 billion by the year 2020. Half of these devices will be smartphones running on 5G networks, which allow for 1,000 times the volume of data that we have today. The time users spend on their phones on social media, searching for information, and watching videos creates a veritable gold mine of opportunities for brands to connect with their audience and provide relevant messaging and content beneficial to the customer.

Even our homes are creating data that can be analyzed. By the year 2020, half of all homes will have several hundred connected devices — think "smart" home security systems, heating and cooling systems, and even refrigerators. The living room looks completely different now, with video programming being consumed across a multitude of devices, including smart televisions, computers, tablets, smartphones and streaming platforms such as Roku, Apple TV, Chromecast and Amazon Fire. By 2020, more than half of the U.S. population will be consuming video programming via digital channels.

So what does this all mean for brands trying to connect with consumers? The explosion of data and the amount that can be captured has now increased advertisers' abilities to reach core prospects in unprecedented ways. Technology is letting us get more personal than ever before, essentially magnifying our targeting

capabilities by 10 times.

We will be able to analyze data beyond just age and income; we will know the gender, age and number of people in a household, the video programming that the family likes to consume, and even all the devices they own. We can use this information to reach the audience we want, and where and when we want to target them. Emerging media technologies are poised to personalize the consumer experience — in real time, almost everywhere, and with new touchpoints.

Advertisers will be able to reach individuals to make personalized recommendations using "predictive analytics." For example, if a person's online shopping history is showing diapers and bottles, then a car company could choose to serve a minivan ad on their smartphone. Or if aggregated data shows that someone just got married, an insurer may choose to deliver a "bundle and save on coverage" message.

Having the tools and resources to analyze data for brands and determine the best ways to reach core audiences is critical. Brands need to seek partners that will enable them to leverage the explosion of data to remain competitive in today's ever-changing landscape.

Looking for designations like the Google Premier Partner certification is one way to ensure your marketing partner can deliver competitive advantages when it comes to targeted advertising. This designation allows marketers to take advantage of new online advertising products and offerings before they are publicly released ensuring a competitive edge when it comes to delivering results.

Ultimately, the increasing ways that people are consuming media are providing more channels for advertisers to connect with their target audiences. By effectively analyzing data that can be gleaned from all the technology and devices available to consumers, brands can target their messaging more successfully. ■

Gary Capreol is the senior vice president and director of media and analytics at Glastonbury marketing and communications firm Cronin and Co.



Gary Capreol

THE LIST

Largest advertising and public relations firms in Greater Hartford

(Ranked by 2015 gross billings)

Rank	Company	2015 gross billings	Total employees/Advertising employees/PR employees	Services offered:						Major clients	Principal(s)	Year founded
				B-to-B	Crisis comm.	Media plan/buy	PR	Soc. media	Web design			
1	Adams & Knight Inc. 80 Avon Meadow Lane Avon, CT 06001 860-676-2300; www.adamsknight.com	\$87,883,318	57 47 10	✓	✓	✓	✓	✓	✓	Webster Bank, Connecticut Office of Tourism, Hartford HealthCare, Connecticut Sun, New England Black Wolves, Connecticut Department of Economic and Community Development	Jill M. Adams Bill Knight	1988
2	Cronin and Co. LLC 50 Nye Road Glastonbury, CT 06033 860-659-0514; www.cronin-co.com	\$85,000,000	75 68 7	✓	✓	✓	✓	✓	✓	Amica Insurance Co., Konica Minolta Business Solutions, McDonald's, Liberty Bank, i-Health, TIAA, Neopost, Connecticut Children's Medical Center	Kimberly Manning Steve Wolfberg	1947
3	Cashman & Katz Integrated Communications 76 Eastern Blvd. Glastonbury, CT 06033 860-652-0300; cashman-katz.com	\$68,650,000	29 22 7	✓	✓	✓	✓	✓	✓	BIC, ECHN, United Illuminating, CNG, Mass Mutual, CT DOT, DCP, DMV, DPH, ConnectiCare, Energize CT, Frontier Communications, Iron Mountain, Yankee Institute, Gaylord Hospital, St. Mary's Hospital, Verday Chlorophyll Water	Tony Cashman	1992
4	AMG - Avid Marketing Group 100 Corporate Place Rocky Hill, CT 06067 860-436-3004; www.avidinc.com	\$62,000,000	34 NA NA	✓	✓			✓	✓	Diageo, Beanitos, Billboard, Delicato, Dr. Pepper and Snapple, Earth Shoes, Four Loko, Goya, Harvey Windows and Doors, Heineken, Heinz, MW Financial, Sterling Vineyards, Tito's, Vantis Life Insurance	Jonathan Gross DeAnna Drapeau	1986
5	Mintz + Hoke 40 Tower Lane Avon, CT 06001 860-678-0473; www.mintz-hoke.com	\$34,000,000	46 36 4	✓	✓	✓	✓	✓	✓	CTfastrak, My Place CT (DSS), Deloitte, DRS Technologies, Hartford HealthCare, Legrand, Mohegan Sun, NY Presbyterian Hospital	Chris Knopf Ron Perine Mary Farrell	1971
6	Bluespire Senior Living 29 South Main St., Suite 301 West Hartford, CT 06107 860-678-4300; bluespireseniorliving.com	\$18,000,000	61 36 3			✓	✓	✓	✓	Covenant Retirement Communities, The Episcopal Home Communities, Benchmark Senior Living, Ecumen	Matt Brown Dave Helgans	1980
7	Maier True Communication (1) 1789 New Britain Ave. Farmington, CT 06032 860-677-4581; www.maier.com	\$5,500,000	15 14 1	✓	✓	✓	✓	✓	✓	Agilent Technologies, Cigna, Bridgeport Fittings, GE, Gexpro, Trumpf, RemedyOne, Z-Medica	William Maier Todd Russell	1971
8	Pita Communications LLC dba The Pita Group 40 Cold Spring Road Rocky Hill, CT 06067 860-293-0157; www.thepitagroup.com	\$5,321,808	20 16 4	✓		✓	✓	✓	✓	Mass Mutual, Union Savings Bank, Connecticut Technical High School System, BlumShapiro, Riverfront Recapture, Manchester Community College, Ebm-papst, Planet Fitness	Paul E. Pita	1996

Source: Each firm via survey. Notes: Bloomfield's Dornenburg Kallenbach Advertising and Glastonbury's Decker Creative Marketing did not respond to the survey by press time; unable to confirm information for The BCB Group of Wallingford. NA = Not available.
(1) Formerly Maier Advertising Inc.
—Compiled by Stephanie R. Meagher.

To view the full list, please visit HartfordBusiness.com

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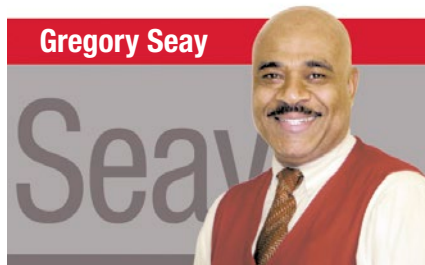


520 Saybrook Road (above) and 540 Saybrook Road (left) were sold this summer.



NY landlord's big payday from sale of Middletown offices

Gregory Seay



A Westchester County, N.Y. landlord who six years ago paid \$4.8 million for a pair of Middletown medical-office buildings has sold them to one of the nation's biggest realty trusts for more than double that sum, the parties say.

Seavest Healthcare Properties LLC recently sold the pair totaling 64,065 square feet at 520 and 540 Saybrook Road to Healthcare Trust of America (HTA), a Scottsdale, Ariz., real estate investment trust specializing in buying and operating existing medical-office properties.

HTA said it paid about \$11 million for the pair.

Seavest declined to confirm the sale price, but Senior Managing Director Jonathan L. Winer hailed HTA's unsolicited offer for the buildings as validation of its investment model.

"We identified and acquired properties and did the hard work that was necessary to bring them to their full potential," Winer said in a statement.

The two buildings are part of a Middletown campus that includes three other medical-office buildings and is affiliated with nearby Middlesex Hospital.

In April, HTA paid Avon medical-facilities developer/landlord Casle Corp. \$178 million for a portfolio of medical-office properties, mostly located in Connecticut.

Ex-Lady Fit space

The former Lady Fit exercise studio in Newington's McBride Plaza on the Berlin Turnpike is available for lease, the listing broker says.

The 3,000-square-foot space at 3153

Berlin Turnpike is outfitted with hardwood and mirrored studios, locker room, showers, laundry room, message/reception area and an office, according to Reno Properties Group LLC.

Other tenants in McBride Plaza include Sprint, McBride Carpet, Munson's Chocolates and Karma's Closet.

\$1.75M Windsor sale

A pair of Windsor industrial buildings totaling 63,400 square feet have sold for \$1.75 million, brokers say.

Ezra Silva Lane LLC purchased 60 Ezra Silva Lane from Clinton Street Associates.

Precision Finishing Services occupies the 33,400-square-foot front building, while All-Crate Inc. occupies the 30,000-square-foot rear building.

Sentry Commercial represented the buyer and CB Richard Ellis/New England represented the seller.

Koma's Windsor lease



480 Hayden Station Road, Windsor.

Machine-tool accessory distributor Koma Precision Inc. has leased 5,900 square feet for additional warehousing at 480 Hayden Station Road in Windsor.

Makerspace 480 LLC owns the 48,000-square-foot, multi-tenant industrial facility on 3.57 acres.

Sentry Commercial represented Koma. Colliers International represented the landlord.

PAS Tech's S. Windsor lease



41 Commerce Way, South Windsor.

PAS Technologies Inc. has leased an 8,400-square-foot industrial facility in South Windsor for its aerospace support operations.

PAS will occupy landlord Fred B. Cuda Trustee's space at 41 Commerce Way.

Sentry Commercial represented the landlord. Century 21/Clemens and Sons Realty Inc. represented PAS.

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.



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The parking lot (above) adjacent to Arch Street Tavern, on Front Street, and 1279-83 Main St. (below), are proposed for housing projects.



An artist's sketch of a reimagined 101 and 111 Pearl St. apartment development, which has stalled.

Forlorn 101, 111 Pearl await their turn

Two of downtown Hartford's biggest, vacant office buildings — 101 and 111 Pearl St. — continue to defy efforts to recast their decaying shells into new uses.

The last proposal from Hartford developer Martin J. Kenny and his partners — including Hartford parking magnate Alan Lazowski — to convert both buildings into upper-floor apartments, accompanied by street-level retail space appears all but dead.

Kenny, who in 2005 opened the 100 Trumbull St. apartments and a companion parking garage in the shadow of 101 and 111 Pearl and is an active suburban housing developer, says his partnership has had difficulty obtaining supplemental funding from the Capital Region Development Authority (CRDA) to go with their financing to completely rework both towers.

Indeed, as recently as Dec. 2013, after obtaining title to seven-story 111 Pearl from the city for \$500,000, Kenny, Lazowski and then co-partners Sanford I. Cloud and Philadelphia housing developer Pennrose Properties LLC, announced that a \$43 million conversion of both buildings was to begin the following spring. Later, Kenny and partners acquired 11-story 101 Pearl from the state.

They even released captivating artists' sketches reimagining both with big windows, even a rooftop outdoor lounge for one of them.

Instead, three years later, no rehabilitation work on either has begun, and Kenny has indicated the partners may be looking to unload both. He confirmed fielding inquiries from potential buyers.

"We're exploring all options," Kenny said. "Without state funding, we can't do it."

Meantime, CRDA Executive Director Michael Freimuth said both buildings — commercially vacant for several decades, except for a period when 101 Pearl housed the Hartford city police museum — pose a catch-22 for the developers and the quasi-public state promoter of the Hartford region.

The longer it takes to assemble financing to rehab the towers, the greater the toll on them from climate, lack of maintenance and vandals, Freimuth and other observers say.

Kenny said New York City developer Jeff Ravetz, who with his partner recast the former Clarion Hotel in downtown's Constitution Plaza into the 190-unit Spectra Boutique Apartments, is among those who have expressed an interest in the Pearl Street properties.

Ravetz did not respond to requests for comment.

— Gregory Seay

from page 1

'The more the better'

the first time in a long while, is marching toward providing the kinds of housing at prices that consumers want and can afford, said CRDA Executive Director Michael Freimuth. Of the \$192 million in private funds committed to downtown's apartment conversions, CRDA has provided \$48 million in supplemental loans.

"The true problem in Hartford has been an inadequate supply of the right product at the right price and a mechanism to address the lagging market reality of greater development costs than completed values," Freimuth said.

The new projects in CRDA's funding pipeline include:

- **Radisson Hotel**, 50 Morgan St., conversion of 96 rooms on its upper floors to apartments at a projected cost of \$19.5 million;
- **370 Asylum St.**, above-street space to be converted to 60 units; estimated price tag is \$20.3 million;
- **81 Arch St.**, new construction of 54 units that is part of the fourth and final phase of the Front Street entertainment district project; estimated cost at \$20 million;
- **105-107 Wyllys St.**, 46 units; cost of \$12.1 million;
- **1279-1283 Main St.**, eight above-street units; cost \$950,000.

All the new projects have undergone CRDA review and/or approval, but they have not yet closed their deals. Also, unlike the first batch of apartment conversions, most of the newly proposed conversions and new construction would come online after the fall 2017 debut of UConn's relocated West Hartford campus to Prospect Street in downtown Hartford.

Freimuth insists CRDA isn't feeling

Downtown Hartford Apartment Occupancy Rates

These represent apartment projects that were partly financed by the Capital Region Development Authority and have come online since 2014.

Project	Occupancy	
	Units	%
777 Main	285	87
201 Ann/Grand	26	81
179 Allyn	63	98
Front Street	121	96
Sonesta/Spectra	190	96
36 Lewis	6	50
38-42 Elm	6	83

SOURCE: CAPITAL REGION DEVELOPMENT AUTHORITY



HBJ PHOTOS | GREGORY SEAY

New Proposed Downtown Hartford Apartment Projects

Project	Units	Total Cost	CRDA Loan/Equity
1279-83 Main	8	\$950,000	\$175,000
370 Asylum	60	\$20.3M	\$4M
105-107 Wyllys	46	\$12.1M	\$3.5M
Radisson Hotel	93	\$19.5M	\$6.5M
81 Arch St.	54	\$20M	NA

SOURCE: CAPITAL REGION DEVELOPMENT AUTHORITY

pressure to move the remaining conversions, plus new ones, to completion in time for UConn's downtown debut. Through a spokeswoman, UConn, too, says most of its downtown Hartford pupils are projected to be commuters, so their need for center-city shelter will be less. But if the city wants to lure more students to live downtown, they will need the housing inventory to accommodate them.

Meantime, most of the earliest conversions are underway with lease-up of their units, with their occupancies running 81 percent to 98 percent, according to CRDA statistics. Only one, the six-unit 36 Lewis St. development, claimed the lowest occupancy — 50 percent — as of Sept. 6.

The Grand on Ann apartments, 201 Ann Uccello St. downtown, was among the first conversions. The former Masonic lodge turned into office space, then in 2014 into apartments, has nearly all of its 26 units occupied, says landlord Yisroel Rabinowitz.

Rabinowitz says he worries the new batch of projects could oversaturate the downtown housing market. He agrees that it's best for any new projects to open after UConn officially moves downtown in fall 2017, bringing with it students, faculty

and staff.

"If [the new apartments] came to market today, it would be overkill," he said.

Rabinowitz says he's busy with several more recent downtown and suburban Hartford commercial-property acquisitions and he has no current plans to take on another apartment-conversion project in downtown.

Architect-landlord Bruce Becker, owner of downtown's 285-unit 777 Main apartments (90 percent leased), formerly the Bank of America tower, also says he's too busy filling the tower's streetside commercial space along Main and Asylum streets to tackle any more conversions. But Becker welcomes more downtown housing.

"My sense is bring it on. The more the better," he said.

There are prospective downtown residents who need larger or less expensive units than what 777 Main offers, so it makes sense to give them more options. And, he added, that having more people living, if not working, downtown is what potentially could make the center city a more thriving community.

"The more people that come in makes it more [sustainable] for restaurants and shops," Becker said.



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Dry cleaners move away from perc use



HB PHOTO | MATT PILON

Cote says wet cleaning garments is an acquired skill that requires a careful stretching process to avoid shrinkage.

for several decades as dry cleaners respond to stricter environmental laws, health concerns and newer technologies and solvents. But some Connecticut cleaners still use the potentially harmful chemical, which has led state environmental regulators to launch a campaign to convince more businesses to voluntarily give up the solvent.

"I hope I see [perc] eliminated in my lifetime," Cote said at his Blue Back Square facility, which employs 43 people and today stands out for its use of solvents and detergents that are safer for both his workers and the environment.

Perc use declining

A Textile Care Allied Trades Association survey found that the industry's perc consumption fell from 278 million pounds to 20.6 million pounds between 1985 and 2006.

While state regulators don't know exactly how many of Connecticut's more than 500 dry cleaners are currently using the solvent, at least 250 have used it at some point since 1980, according to the Department of Energy and Environmental Protection (DEEP).

And the majority of those cleaners have reported perc spills over the years, said Ray Frigon, supervising environmental analyst at

DEEP's remediation division.

Spills were particularly likely among those who were using perc in the 1980s, before new laws that required more advanced containment and filtration.

There was a time when some dry cleaners handled piles of clothing dripping with perc, said Mike Astorino, owner of Norwalk's Fabricare Cleaners, which no longer uses the solvent.

"Cleaners used to be actually inhaling this stuff and dropping it on the ground," Astorino said.

But those practices no longer exist. Over the past several decades, the dry-cleaning industry has adopted safer machinery that reduces exposure and uses less dangerous solvents, experts say.

Among the more popular alternatives are petroleum-based hydrocarbons, such as DF-2000 and Ecosolv, manufactured by Exxon Mobil and Chevron Phillip, respectively, as well as brominated solvents like DrySolv and Fabrisolv, and a modified liquid silicone called siloxane, which is sold under the brand name GreenEarth.

"You've got all these different things on the market now that strive to clean as well as perc does," said Peter Blake, president of the

Perc remediation fund frozen

From 2005 to midway through this year, a state-created remediation fund, financed by a 1-percent surcharge on dry cleaners' sales, has doled out \$10.7 million to more than 80 dry cleaners in the state to help clean up perc spills, according to state records. But there are many others who have applied and not received cleanup funds.

The program has been frozen to new applicants for nearly five years, a spokesman for its administrator, the Department of Economic and Community Development, confirmed.

There were 513 dry cleaners paying into the fund as of July, according to the Department of Revenue Services.

— Matt Pilon

North East Fabricare Association, an industry group that represents approximately 200 companies in eight states. "You're able to do a lot more today than you could 10 years ago."

"Wet cleaning," which uses water and detergents instead of solvents to clean clothing, has also gained traction. Both Cote and Astorino have offered wet cleaning at their shops for years.

Blake said he's confident perc can be used safely in today's modern machines, but many dry cleaners still choose other options because of regulatory uncertainty or concerns about liability.

Evolving legal landscape

Following the EPA's lead, several states have passed their own laws creating stricter regulations on perc use. Most notable is California, where lawmakers voted in 2007 to phase out perc by 2023. New York and Massachusetts have also tightened regulations.

In 1989, Massachusetts created the Toxics Use Reduction Institute (TURI) at UMass Lowell, which over the past six years has used some of the funds it receives from toxic-chemical user fees to incentivize more than a dozen dry cleaners to give up perc, said Joy Onasch, TURI's

community program manager.

The trade-off for those who accept the grants is that they must convert their shops entirely to wet cleaning.

Though it's been around for years, wet cleaning remains somewhat rare in the industry. Some businesses don't want to invest in pricey new machinery or retraining workers, while others are wary of accidentally ruining clothing.

Wet-cleaning advocates say partial drying and a careful stretching process help to ensure that dry-clean-only fabrics won't shrink.

DEEP officials said they didn't know of any Connecticut dry cleaner that has switched exclusively to wet cleaning. Those that offer it tend to have several other solvents as well.

While Massachusetts is certainly ahead of Connecticut in wet cleaning, DEEP is hoping to spur adoption here.

Using some of a \$23,000 pollution-prevention grant from the EPA, DEEP recently organized a wet-cleaning demonstration at Fabricare Cleaners, which has been wet cleaning since the 1990s. Nearly a dozen cleaners attended.

Astorino, Fabricare's owner, said one of the major financial reasons he removed perc from his business years ago was his bank was increasing his mortgage costs due to perceived spill liabilities.

Some commercial landlords refuse to rent to dry cleaners who use perc due to liability concerns.

French Cleaners has also been using wet cleaning since the 1990s, Cote said, and cleans as much as one-third of its garments with it. He said wet cleaning works better than solvents on certain types of stains, such as sweat, and that more dry cleaners should use it.

The business also uses DF-2000 and a newer acetal-based solvent called Solvon K4, which Cote said is his go-to cleaner.

Like many perc alternatives, Solvon is considered much safer.

While some dry cleaners are wary of wet cleaning and its potential higher costs and risks, DEEP hopes to use future EPA grants to further promote the practice.

The agency also wants to educate the public on the pros and cons of various perc alternatives.

"A lot of dry cleaners claim they are 'organic' and 'green,'" said Connie Mendolia, a DEEP analyst. "We want the public to understand how to decipher that or what questions to ask." ■

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Dr. John Votto, who has been instrumental in this amazing evolution, is retiring in October. Hospital for Special Care's 75th Anniversary Gala will celebrate our organization's numerous achievements and recognize the leader who was responsible for so much positive change not only here, but throughout the country.

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TOP EXECUTIVE

Ted Carroll, President

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FY 2015 SUMMARY

	2015	2014
Total Employees	15	15
Total Assets	\$635,474	\$690,047
Total Liabilities	\$269,559	\$310,789

REVENUES

Contributions & Grants	\$548,522	\$711,889
Program Service Revenue	\$821,163	\$761,301
Investment Income	\$1,870	\$744
Other	\$0	\$21,560
TOTAL	\$1,371,555	\$1,495,494

EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$970,931	\$851,633
Fundraising Fees	\$0	\$0
Other	\$413,967	\$406,800
TOTAL	\$1,384,898	\$1,258,433
MARGIN	\$(13,343)	\$237,061

TOP PAID EXECUTIVES (FY 2015)

	Base Salary	Total Compensation & Benefits
Ted Carroll, President	\$132,264	\$141,038

SOURCE: GUIDESTAR IRS 990 TAX FORM



Willimantic's Savings Institute Bank & Trust recently contributed \$3,800 to The Last Green Valley Inc. (TLGV) to support the nonprofit's annual Walktober and Tastes of the Valley events. Pictured (from left) are: Emily Petrik, Savings Institute; Lois Bruinooge, TLGV; Joan St. Ament, Savings Institute; and Bill Reid, TLGV.

The Discovery Center has been awarded a \$30,000 "We're Pulling for You" grant from the SBM Charitable Foundation in Manchester to support an educational diversity program for fifth grade students at Manchester's Verplanck and Washington elementary schools. The educational diversity residential program is designed to build positive attitudes about race and differences, while reducing isolation between urban and suburban/rural schools.

The Hartford Foundation awarded \$570,000 to Hartford's six Brighter Future Family Centers to help ensure they have the resources they need to enhance opportunities for all Hartford children to learn and thrive. Centers are located in Asylum Hill, Behind the Rocks,

Blue Hills, Frog Hollow, Clay Arsenal and Parkville neighborhoods.

Operation Fuel recently received donations from two local organizations for its energy-assistance program. The Dun-caster Retirement Community Outreach Committee, of Bloomfield, donated \$1,000, while the Joseph Family Markets LLC, which owns Shoprite stores in West Hartford and Canton, donated \$607.

The National Endowment for the Arts (NEA) has awarded \$70,000 to the Connecticut Historical Society to support the Connecticut Cultural Heritage Arts Program exhibits and events. This funding comes from the NEA's Art Works category and will help support events such as the new "Connecticut Traditional Artists and their Communities" exhibit.

The Capital Region Education Council recently held its second annual Back to School Block Party at the agency's headquarters in Hartford. The event provided important information about schools and local services and free food to the more than 2,000 people who attended.

Manchester Community College was awarded \$25,000 by the Aurora Women and Girls Foundation to fund a special initiative for female students interested in the sciences, technology, engineering and math. The grant will support students in the college's successful Foundations in Retention, Success and Transition program for first-year and new students.

MOVERS & SHAKERS



Dr. Mark J. Alberts



Angela Paik Schaeffer



Jason Kent



Dr. Timothy J. Glew



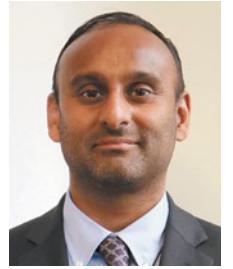
Dr. Kimberley D. Rutherford



Dr. Mahreen Raza



Luke D. Kettles



Dr. Alkesh N. Patel

Hartford HealthCare Neuroscience Institute appoints physician-in-chief

Hartford HealthCare has appointed **Dr. Mark J. Alberts** as physician-in-chief of its Neuroscience Institute, effective early next year. Alberts also will be chief of neurology at Hartford Hospital.

Alberts, who helped develop national standards for hospitals to qualify as stroke centers, is widely recognized for his academic accomplishments, publications, leadership and clinical contributions. He comes to Hartford HealthCare from the University of Texas Southwestern Medical Center in Dallas, where he is vice chair of clinical affairs and hospital neurology for the Department of Neurology and Neurotherapeutics and medical director of neurology services for UT Southwestern University Hospitals.

Trinity names new communications and marketing VP

Trinity College announced that **Angela Paik Schaeffer** will become vice president for communications and marketing in January. Reporting to the president, Schaeffer will be responsible for oversight and management of communications, messaging, marketing and branding activity for the college.

Schaeffer comes to Trinity from Williams College in Williamstown, Mass., where she was chief communications officer.

XS Brokers adds broker in West Hartford

XS Brokers, an independent insurance brokerage, has hired **Jason Kent** as a broker in the firm's Connecticut office, located in West Hartford. Kent's responsibilities will include expanding the firm's footprint in both existing and new territories, and maintaining retail agency relationships he has built.

Kent worked in underwriting and leadership roles with Chubb Insurance, most recently in Indianapolis, where he managed one of Chubb's most profitable and growing books.

St. Francis adds cardiology, ENT, child psychiatry specialists

St. Francis Hospital and Medical Center announced the additions of **Dr. Timothy J. Glew**, a specialist in cardiology; **Dr. Kimberley D. Rutherford**, a specialist in ear, nose and throat surgery and facial plastic and reconstructive surgery; and **Dr. Mahreen Raza**, a specialist in child and adolescent psychiatry with St. Francis Behavioral Health Group.

Wheeler appoints medical director of addiction services

Plainville-based Wheeler has named **Dr. Alkesh N. Patel** as medical director of addiction services, a new position for the agency.

Prior to joining Wheeler, Patel held key clinical and administrative leadership positions in addiction medicine. He is a fellowship-trained, academic addiction psychiatrist who completed the addiction psychiatry training program at the Icahn School of Medicine, the primary affiliated medical school for the Mount Sinai Health System in New York City.

BlumShapiro names new tax partner

Business advisory firm BlumShapiro has announced the appointment of **Alan Osmolowski**, CPA, as partner, corporate tax services.

Osmolowski will provide accounting, business consulting and tax services to a broad range of clients and work out of BlumShapiro New England offices that include West Hartford. His focus will be in tax planning for corporations, partnerships and individuals.

Osmolowski comes to BlumShapiro from Grant Thornton, where he served as a tax-services part-

ner in Grant Thornton's technology industry practice within the New York-New England market territory.

Windsor Federal Savings names chief loan officer

Windsor Federal Savings has named **Luke D. Kettles** senior vice president and chief loan officer.

Kettles has more 23 years of commercial and residential lending experience, most recently as commercial regional executive at Berkshire Bank, where he oversaw the middle-market regional team within the Pioneer Valley and northern Connecticut markets.

The Arthur G. Russell Co. announces VP of manufacturing operations

The Arthur G. Russell Co. Inc. (AGR), a provider of automatic assembly products for the medical device, consumer and electronics industries, has promoted **Craig Churchill** to vice president of manufacturing operations.

Churchill joined Bristol-based AGR as operations manager in 2013 and took on increasing levels of management and responsibility. Before joining AGR, he held a senior engineering/operations position at Engineered BioPharmaceutical.

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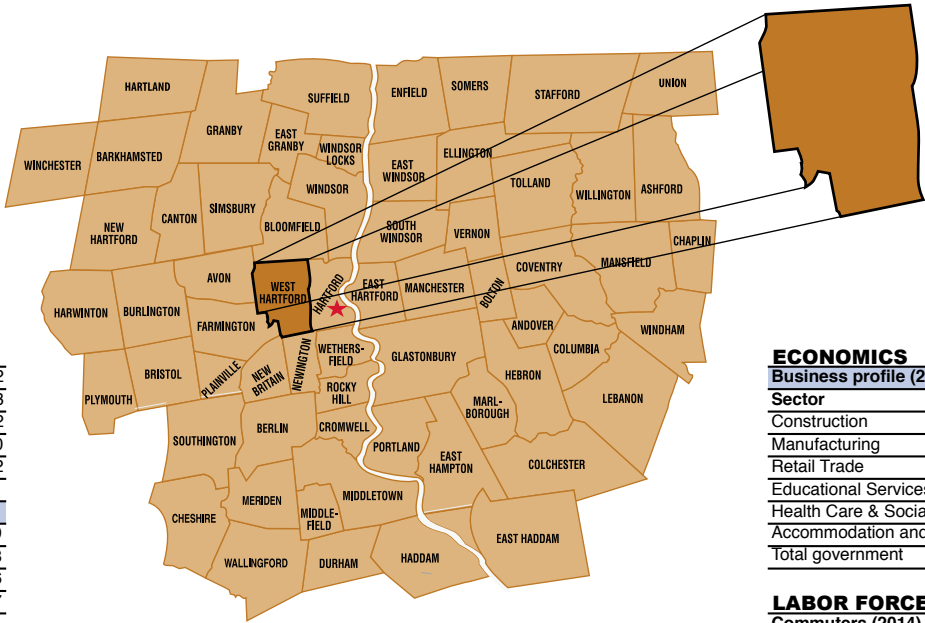
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TOWN PROFILE



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Land area (sq. miles)	22
Pop./sq. mile (2010)	2,903
Median age (2010-14)	42
Households (2010-14)	24,910
Median HH Inc. (2010-14)	\$84,092

Population (2010-14)	
2000	63,589
2010	63,268
2014	63,396
2020	63,007

Race/Ethnicity (2010-14)	
White	47,160
Black	4,485
Asian Pacific	4,194
Native American	10
Other/Multi-race	3,577
Hispanic	6,259

HOUSING	
Housing stock (2010-14)	
Existing units (total)	26,065
% single unit	66.0%
New permits auth. (2015)	104
as % existing units	0.40%
Demolitions (2015)	0
Residential sales (2013)	765
Median price	\$304,000

Top 5 Employers	
Town of West Hartford	
Wiremold Products Inc.	
Triumph Engine Control Systems	
University of Hartford	
Hospital at Hebrew Health Care	

Educational attainment (2010-14)			
Persons age 25 or older		Town %	State %
High school graduate	7,594	17%	28%
Associate's Degree	2,264	5%	7%
Bachelor's or more	26,221	59%	37%

GOVERNMENT	
Government form	Council-Manager
Total revenue (2014)	\$263,810,000
Per capita tax (2014)	\$3,384
as % of state average	125.4%
Total expenditures (2014)	\$247,243,000
Total indebtedness (2014)	\$140,830,000
as % of expenditures	57.0%
per capita	\$2,224
as % of state average	96.0%
Annual debt service (2014)	\$17,232,000
as % of expenditures	7.0%
Equalized net grand list (2014)	\$9,035,908,810
per capita	\$142,693
as % of state average	99%

ECONOMICS		
Business profile (2014)		
Sector	Units	Employment
Construction	83	633
Manufacturing	48	2,478
Retail Trade	243	4,128
Educational Services	44	3,253
Health Care & Social Assistance	235	5,222
Accommodation and Food Services	147	3,151
Total government	23	2,923

LABOR FORCE		
Commuters (2014)		
Commuters into town from:		
West Hartford	4,827	East Hartford 1,036
Hartford	3,215	Manchester 919
New Britain	1,316	Bristol 822
Newington	1,037	

Labor Force (Residence)	
	33,805
Employed	32,212
Unemployed	1,593
Unemployment Rate	4.7%

Place of Work (2014)	
# of units	2046
Total Employment	28,631
Manufacturing Employment	2,478

TOP 5 GRAND LIST		
Company	Amount	% of Net
Sof-ix Blue Back Square Holdings LP	\$75.6M	1.20%
West Farms Mall	\$38.2M	0.64%
Connecticut Light & Power	\$37.6M	0.63%
FW CT Corbins Corner Shopping Center LLC	\$33.8M	0.57%
Town Center West Associates	\$24.9M	0.42%

Source: Connecticut Economic Resource Center, www.cerc.com

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EDITORIAL

Corporate subsidies can't replace better business climate

Gov. Dannel P. Malloy's administration deserves credit for hatching the \$220 million incentive package to keep Sikorsky Aircraft firmly implanted in Connecticut through at least 2032.

While we're apprehensive about the large incentives Malloy has doled out to businesses during his tenure, we understand the state's ability to grow jobs organically has been hampered by a lackluster business climate.

Executives from Sikorsky's parent Lockheed Martin, for example, said the company needed the incentives to offset approximately \$400 million in extra costs to build its CH-53K helicopters in Connecticut rather than competing states.

Those numbers underscore the competitiveness issues Connecticut faces in maintaining and adding high-quality jobs.

But as we head into the Nov. 8 elections, voters must ask if corporate welfare as a chief economic development strategy is the answer to long-term job growth in Connecticut. Most would agree, particularly those in the business community, it is not. Connecticut's slow recovery from the Great Recession (we still haven't recovered all the 119,000 jobs lost from that period) offers some proof to that point.

While economic incentives have become commonplace across the country (remember, Boston and the state of Massachusetts offered General Electric as much as \$145 million in tax breaks and grants to move its headquarters north from Fairfield), their use has been amplified in Connecticut under the Malloy administration.

In August, for example, Malloy released a report that showed his First Five economic development program has doled out \$256 million to 13 corporations, which created 3,757 jobs and retained 13,349 others. Malloy said the numbers and return on investment show the program has been a success, although it doesn't take into account whether the companies would have made the capital improvements or added jobs even in the absence of government aid. Of course, many recipients claim they would be forced to move without public funds, but we can't verify if that's always true.

It's also nearly impossible to determine whether the state or companies receiving incentives negotiated the better deal. At the end of the day, taxpayers are left to trust that government bureaucrats weren't taken advantage of by corporate dealmakers.

To his credit, Malloy has helped secure major employers like Sikorsky and Pratt & Whitney with state-aid packages, but the mission would be easier — if not less costly and fairer — if Connecticut was a more attractive place to invest capital. That, of course, would require lowering the cost of doing business, reducing or streamlining regulations, adopting more fiscally sound budgets, among other efforts. Indeed, an economic development policy that puts so much emphasis on grants and loans to create and retain jobs gives the executive branch, which is subject to the whims of political pressures, significant power in choosing winners and losers.

We aren't saying Connecticut should take itself out of the corporate welfare game (to do so would ignore the competitive environment between states), but we need a more balanced policy strategy that relies less on government to seed job growth and preservation.

As the economy weighs heavily on voters' minds this election season, state legislative candidates should be asked to bare their strategy on how to promote economic growth with less help from government handouts. ■

► **An economic development policy that puts so much emphasis on grants and loans to create and retain jobs gives the executive branch, which is subject to the whims of political pressures, significant power in choosing winners and losers.**

OTHER VOICES

Why Baldrige Principles are still relevant today

By Don Mroz

Malcolm "Mac" Baldrige left us a legacy of excellence. Now, more than ever, his name, which graces Post University's School of Business, and the principles for which he stood, should be top of mind for everyone today.

Why?

Consider:

As secretary of commerce during the presidency of Ronald W. Reagan, former Waterbury "native son" Malcolm Baldrige recognized the need for companies nationwide to focus on quality and innovation if America were to maintain a leadership position in an expanding global marketplace.

Not your usual, run-of-the-mill government appointee, Baldrige was a straight-talking cowboy who had a knack for understanding how businesses could maximize effectiveness by focusing on consumers. It was that intuitive, good business sense that catapulted a ranch hand and rodeo star — a Professional Rodeo Man of the Year who was inducted in the National Cowboy Hall of Fame — into one of the most respected commerce secretaries in U.S. history.

The principles he championed — managing for innovation, entrepreneurship, customer-driven excellence, integrity, visionary leadership, creating value, agility, societal responsibility, and a focus on the future — became known as the Baldrige Principles.

In a word, they all point to "quality."

Those principles were honed in Connecticut when Baldrige, then chairman and CEO of Scovill Inc. in Waterbury, followed them while transforming a financially strapped brass mill into a successful diversified manufacturer of industrial, housing and consumer goods.

While serving as secretary of commerce, Baldrige was asked about the difference between the Washington circuit versus the cowboy circuit, to which he bluntly replied: "Cowboys don't talk much unless they have something to say."

When Baldrige spoke, Washingtonians tended to listen.

His accomplishments as secretary of commerce included reforming the nation's antitrust laws, spearheading passage of the "Export Trading Company Act of 1982," and chairing a Cabinet Trade Strike Force aimed at ending unfair trade practices.



Don Mroz

All based upon the principles in which Baldrige believed, and placed both his faith and his trust.

Fast forward to today. A myriad of American businesses not only must compete with each other, they're in competition with the world. In order to succeed, they need every edge, every advantage. They need to embrace and practice the Baldrige Principles.

In Baldrige's own words: "Success is finding something you really like to do and caring enough about it to do it well."

Think about the characteristics most frequently associated with successful global businesses today. Innovation. Forward thinking. Visionary. Agile. Entrepreneurial. Customer-focused. Socially responsible, appear on most every list. Principles Baldrige advocated for decades ago and were written into the "Malcolm Baldrige National Quality Improvement Act of 1987," which was enacted shortly after Baldrige's death.

The act provides the framework for performance excellence, management, organization quality and ongoing improvement. It led to the creation by Congress of the Malcolm Baldrige National Quality Award, an award that — to this day — remains the country's highest honor to recognize innovation and performance excellence among U.S. companies.

Developed from Baldrige's principles for business excellence, the award evaluates organizations based upon: leadership;

strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; operational focus; and the results achieved.

That the award is among the most prestigious any business can receive is a testament to the lasting relevancy of Baldrige's ideals.

Business success has been the cornerstone of our nation's economy since its inception. That's more true today than ever, which is why American businesses need to assume leadership roles in all those areas Baldrige outlined in the 1980s.

In other words: Be like Mac!

While the Baldrige Principles were born in business, they are applicable in every field — from the arts and theater, to engineering, health care and beyond.

Yes, Mac is as relevant today as he was in 1982, and undoubtedly will continue to be for as long as we, as the human race, populate this planet.

His vision is a lasting one. ■

Don Mroz is the president of Post University in Waterbury.

HARTFORDBUSINESS.COM POLL

Do you plan to use Aer Lingus' trans-Atlantic flight out of Bradley?

☐ Yes

☐ No

To vote, go online to HartfordBusiness.com.

Last week's poll results:
Is Sikorsky's proposed \$220M financial aid package a good deal for CT?

62.5% Yes

37.5% No

Send Us Your Letters

The Hartford Business Journal welcomes letters to the editor and guest commentaries for our opinion pages. Electronic submissions are preferred and welcome at: editor@HartfordBusiness.com.

Seven ways to fail at M&A

By Andy Singer

Mergers and acquisitions (M&A) can be challenging. A Harvard Business Review report noted that the failure rate for mergers and acquisitions runs between 70 and 90 percent. I've been an executive at multiple international conglomerates and can tell you from experience that targeted gains in sales and profits are often not realized. Like many other aspects of business, it pays to learn from past experience and learning from failure is particularly valuable.

Here are seven ways to fail at M&A:

1. Poor strategy: A poor strategy and an inability to execute is one of the more common reasons acquisitions

fail to meet their targets. I can recall a time a distributor acquired another distributor in their industry. Once the deal closed, the acquirer basically didn't do anything. Both businesses continued to operate separately and compete with each other. The acquisition made little sense from the beginning, as there



Andy Singer

was no synergy, and the lack of a solid strategy only compounded the poor performance. The financial cost for making these strategic mistakes is significant.

2. Inadequate due diligence: Once an acquisition is closed, the skeletons come out of the closet. These surprises are usually the result of poor due diligence. This sounds pretty basic, but it happens with great frequency.

3. Lack of leadership: A merger requires a strong and engaging leader. Senior managers must show leadership to employees and walk the talk, or the result will be a de-motivated workforce and poor results. Senior executives must also communicate a common vision of what the new organization is and what it stands for. Without this shared vision the organization will flounder due to lack of leadership.

4. Poor communications: A lack of communications, or leaders communicating the wrong message, often leaves employees concerned and seeking information from unreliable sources. Leaders need to let the employees know why the merger is occurring, why the organization is better off and how the merger will affect their work and job security. There is a much higher chance of failure when leadership allows the "rumor mill" to answer these questions for employees.

5. Overestimation of synergy: Synergy can be over-estimated in many ways — and

► **Like many other aspects of business, it pays to learn from past experience and learning from failure is particularly valuable.**

often is. CEOs would be wise to keep this point in mind. With great frequency, strategy executives look for anything that may help "the math" justify the acquisition, when they feel pressure to make one happen. You might be amazed at how often this happens, but just remember how often mergers fail to meet their targets.

6. Market misjudgment: The acquirer needs to be certain they have an understanding of the market. Reading an analysts report, or two, does not make one an expert on a market. I can think of no better example than the telecommunications market of 1999. It is essential that your marketing, product management and strategy teams learn the benefit of understanding "the customer's customer," as they often do not. The impact of new technologies is often overestimated in the short term, but underestimated in the long term.

7. Lack of engagement: There is often a lack of engagement that stalls the progress of mergers. Senior executives need to be certain that

they work hard to keep all stakeholders engaged. This includes not only employees, but customers, suppliers and owners. Many a merger has failed when the voice of the customer was ignored.

Mergers and acquisitions should never be taken lightly. You are bringing together two different teams and cultures. In this age of global business models, the complexity is even greater.

Before diving in, it is important to remember that acquisitions are risky and failure to meet expected results is common. Be sure your senior executives have a solid, thought-out strategy and consider the issues above, prior to proceeding.

By learning from other's mistakes, you can greatly improve your chance of a successful merger for all stakeholders. The upside of a successful acquisition can be substantial. ■

Andy Singer is the president of Singer Executive Development, a professional training and development company.

BIZ BOOKS

Ways to stay relevant in a business world of constant change

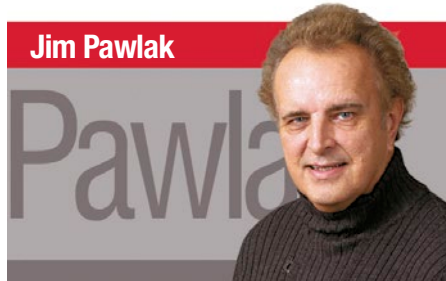
Make Change Work: Staying Nimble, Relevant, and Engaged in a World of Constant Change" by Randy Pennington (John Wiley & Sons, \$22.95).

"When will things return to normal?" Never. The Greek philosopher Heraclitus knew that answer over 2,600 years ago when he said: "You could not step twice into the same river; for other waters are ever flowing on to you." Yet, in the face of disruption, uncertainty and things beyond their control, people still cling to the myth of stability and business as usual.

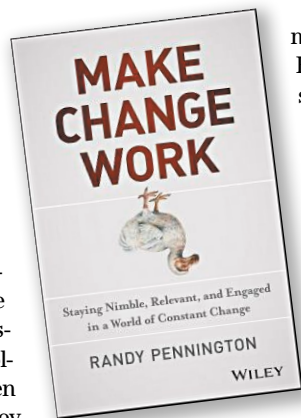
While much of change is beyond the control of any business, entrepreneurs and managers can have a great degree of control when it comes to customer-driven change. Technology and innovation have given customers more choices. They measure value in faster, better, cheaper and customizable.

To deliver what the customer wants, you must change the organizational mindset. Instead of defining your business in terms of what you produce/provide, think of it in terms of an "opportunistic problem solver with the willingness to adapt."

That shift in mindset replaces comfort-zone complacency with a sense of urgency. Inquisitiveness rules. Urgency requires questioning everything to foster continuous improvement through learning, doing — and



Jim Pawlak



making some leaps of faith. Employees must become web scourers to find relevant information. They also need to share knowledge and its sources.

When leading change, it's important to realize that its implementation doesn't fit a lock-step project plan. Why not? People aren't accustomed to doing things differently and doing different things. Change doesn't happen because management

mandated it. It happens because change-leaders work on connecting the dots of teams and individuals to bring about goal achievement.

Pennington's message: Those who read and act on the signs of change thrive; those who ignore them always struggle to survive.

Hacking Leadership: The 11 Gaps Every Business Needs to Close and the Secrets to Closing Them Quickly" by Mike Myatt (John Wiley & Sons, \$29.95).

The essence of Myatt's definition of

► **In the face of disruption, uncertainty and things beyond their control, people still cling to the myth of stability and business as usual.**

hacking: To discover alternative paths to "deciphering complexity, influencing outcomes, acquiring access, creating innovative customizations to existing/outdated methodologies." Hmm — sounds like it defines key components of leadership.

Of the 11 gaps Myatt addresses, hacking the "Leadership Gap" stands as the most important because leadership helps close the gaps of the other 10. Hacking that gap starts with self-assessment. "It is impossible for a leader who is not growing and developing to lead a growing and developing enterprise." Resting on I-made-it laurels shows you define success by where you are rather than how you could grow. You can't play your "A" game unless you continue self-development.

You also can't play your "A" game (or expect others to play theirs) when you're satisfied with the status quo. As a leader, you are a game-changer. You need to believe that change propels organizational and individual growth.

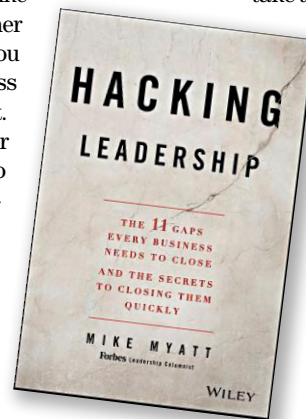
To hack the gap, a leader

also needs a reality check (i.e. what do others think of you and your style and methods). Myatt cites the control as a key indicator of the reality check. You expect staff to trust and respect you. Do you trust and respect them? In order to develop mutual trust and respect, you have to let them do the jobs for which you hired them. By ceding control (and with it responsibility and accountability), you actually increase the influence you have. By letting them use their skills, you develop talent and plan succession.

The reality check also involves feedback through vigorous debate. "Smart leaders take their business logic and willingly

subject it to brutal assault. Don't be afraid of being proven wrong — be afraid of thinking you're right when you're not." The bottom line: "Leadership isn't about checking boxes. Real leaders reshape, reinvent or remove boxes." Doing so turns "what if" into reality. ■

Jim Pawlak is a nationally syndicated book reviewer.



INTERCOMMUNITY HOLDS CHARITY GOLF TOURNAMENT



► East Hartford nonprofit InterCommunity held its 17th annual golf tournament at Glastonbury Hills Country Club. The tournament has raised over \$400,000 since its inception to benefit those in recovery from addiction, as well as increasing access to quality primary-care and mental-health services to those most in need. Pictured (from left) Jeffrey Hughes, InterCommunity's chief financial officer; Kim Beauregard, InterCommunity's president and CEO; Jeffrey S. Hoffman of Hoffman Auto Group; and Tyler Booth, InterCommunity's chief operations officer.

CRONIN AND COMPANY EMPLOYEES VOLUNTEER AT LOCAL NONPROFITS



► Glastonbury ad agency Cronin and Co. recently held its fourth annual Cronin Cares week where employees donated time at one of four Hartford-based organizations. Volunteer groups visited: Elizabeth Park to weed and deadhead flowers; A Hand Up to organize and sort donations; Riverfront Recapture to weed, paint and clean-up riverfront parks; and Foodshare to help sort and organize donated fresh produce for families in need.

SIMON KONOVER EMPLOYEES RAISE \$145,000 FOR THE HOLE IN THE WALL GANG CAMP



► The Simon Konover Co. and its Team Simon Konover raised over \$145,000 in the 2016 Camp Challenge Ride & Bandit 5K campaign to benefit The Hole in the Wall Gang Camp in Ashford. The Camp Challenge Ride & Bandit 5K is an annual charity cycling and walking event held each fall to benefit the camp.

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